

## LIAISON OFFICER (LO) JOB AID

### Overview

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**Position:** Liaison Officer

The Liaison Officer should be selected from the local response community and have pre-established relationships with participating agencies. The LO is expected to communicate effectively with these agencies and to bring their concerns to the Incident Commander/Unified Command. Therefore, the position requires good interpersonal and communication skills.

**Section:** Command Section

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**Mission:**

To provide the point of contact for representatives of assisting and cooperating agency and to respond to requests or concerns from stakeholder groups. The LO address inter-organizational issues. Bring issues and concerns to the attention of the Incident Commander with a recommended course-of-action. Key goals include:

- Develop rosters of participating agencies and stakeholders
  - Facilitation information exchange within the organization
  - Exchange information with agency reps/stakeholders
  - Establish work requirements
  - Demobilize Section/Unit
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**Duties:**

- ❑ Report to the Incident Commander for situation briefing.
- ❑ Meet with command staff and section chiefs to determine organizational needs to accommodate assisting or cooperating agency representatives.
- ❑ Identify assisting and cooperating agency representatives and establish a mechanism for liaison with incident management team.
- ❑ Contact information officer to arrange a public notice to affected stakeholders of the appropriate means to liaise with the response team.
- ❑ Report to the Incident Commander for situation briefing and assist in preparation of liaison procedures.
- ❑ Liaise with chief of logistics to arrange for required communications, meeting room and services to facilitate inter-organizational information exchange and dialogue.
- ❑ Direct agencies supporting the incident, as well as concerned local government and environmental groups where and how to obtain incident status.
- ❑ Monitor incident planning and operations to identify inter-organizational problems.
- ❑ Maintain a log of contacts, agreements and issues.

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## Overview (Cont'd)

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### References

Below is a list of references that may be required while using this job aid:

- Oil Spill Field Operations Guide (ICS-OS-420-1)
- NIIMS I-402 Liaison Officer Student Workbook
- NIIMS ICS Position Manual, Liaison Officer (ICS-220-3)
- NIIMS Task Book for Liaison Officer (LOFR) (NFES 2304)
- CG Liaison Officer Manual is under development by NSFCC

### Materials

Ensure that these materials are available to the Liaison Officer during an incident, if not already provided in a unit or section specific support kit.

- ☐ ICS Forms Catalog
- ☐ Field Operations Guide (ICS OS-420-1)
- ☐ Local telephone directory
- ☐ Pens/pencils/note paper/stapler/Post-it Notes, etc.
- ☐ Blank roster for assisting/cooperating agency and agency representative information
- ☐ Blank roster for stakeholder group and point of contact information
- ☐ Local Area Contingency Plan (ACP)/Unit OPLAN
- ☐ Portable computer, loaded with database of area stakeholder / political entities
- ☐ Internet capabilities

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### General Information

All radio communications to Incident Communications Center will be addressed: "(Incident Name) Communications"

Use clear text and ICS terminology (no codes) in all radio transmissions.

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## Initial Actions

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### General Tasks

Below is a general task checklist that should be completed as soon as possible after being assigned to an incident.

STEP	ACTION	✓
1.	Receive assignment	<input type="checkbox"/>
2.	Upon arrival at the incident, check-in at designated check-in locations. Check-in locations may be found at: <ul style="list-style-type: none"><li>• Incident Command Post</li><li>• Base or Camps</li><li>• Staging Areas</li><li>• Helibases</li></ul>	<input type="checkbox"/>
3.	Obtain an initial brief from Incident Commander (IC) <ul style="list-style-type: none"><li>• Size and complexity of incident</li><li>• Expectations of the IC</li><li>• Incident objectives</li><li>• Agencies/organizations/stakeholders involved</li><li>• Incident activities/situation</li><li>• Special concerns</li></ul>	<input type="checkbox"/>
4.	Review ICS 201 or Initial Action Plan (IAP)	<input type="checkbox"/>
5.	Maintain a detailed LO Unit Activity Log (ICS 214)  <b>NOTE:</b> Log should contain enough detail to reconstruct all events. Expect to provide information on politically hot or sensitive issues.	<input type="checkbox"/>

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## Initial Actions (Cont'd)

### General Tasks

Job aid continues from previous page.

STEP	ACTION	✓								
6.	Establish a work location that is: <ul style="list-style-type: none"><li>• Accessible</li><li>• Adequate in space</li><li>• Near Finance Section</li><li>• With communications capability</li></ul>	<input type="checkbox"/>								
7.	Acquire work materials from page 2	<input type="checkbox"/>								
8.	Organize, assign, and brief subordinates	<input type="checkbox"/>								
9.	Discuss functions with Information Officer (IO) <ul style="list-style-type: none"><li>• Ensure no duplication of effort</li><li>• Clarify Responsibilities with IO and LO</li></ul> <table><tr><th>Position</th><th>Responsibilities</th></tr><tr><td>IO</td><td>Public/town meetings</td></tr><tr><td>LO</td><td>Stakeholder group meetings/forums</td></tr><tr><td>LO</td><td>Provide escort for VIP as directed by IC/UC</td></tr></table>	Position	Responsibilities	IO	Public/town meetings	LO	Stakeholder group meetings/forums	LO	Provide escort for VIP as directed by IC/UC	<input type="checkbox"/>
Position	Responsibilities									
IO	Public/town meetings									
LO	Stakeholder group meetings/forums									
LO	Provide escort for VIP as directed by IC/UC									
10.	Monitor incident expansion/ contraction due to changes in conditions, meeting of objectives	<input type="checkbox"/>								
11.	Complete forms and reports required of the assigned position and send material through supervisor to Documentation Unit	<input type="checkbox"/>								

## Information Exchange with Agency Representatives/Stakeholders

### Identify Agencies

Below is a flowchart for determining whether the Liaison Officer or Information Officer is responsible for coordinating with assisting/cooperating agencies.

STEP	ACTION	✓
1.	Compile complete list of Assisting and Cooperating Agencies and Stakeholders by referring to ACP/RCP/Chamber of Commerce/Area/ or District SOP	<input type="checkbox"/>
2.	Use this flowchart to determine whether the LO or IO will have primary responsibility to coordinate/inform each agency stakeholder	<input type="checkbox"/>

  

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    Q1[Can the assisting/ contributing agency/ stakeholder contribute:  
• Equipment?  
• People?  
• Funds?] -- Yes --> A1[Add to Liaison Officer's list]
    Q1 -- No --> Q2[Can the assisting/ contributing agency/ stakeholder influence the best response?]
    Q2 -- Yes --> Q3[Has potential for escalation/ de-escalation of the incident changed?]
    Q2 -- No --> A2[Add name to Information Officer's fax list]
    Q3 -- Yes --> A1
    Q3 -- No --> A3[Reevaluate next operational period]
    A1 --> Join1(( ))
    A3 --> Join1
    Join1 --> Q1
  
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## Information Exchange with Agency Representatives/Stakeholders

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### Hold Meetings

Below is a flowchart for holding meetings with Agency Representatives and Stakeholders.

STEP	ACTION	✓
1.	Review ICS 202 for objectives	<input type="checkbox"/>
2.	Obtain IC expectations for meeting	<input type="checkbox"/>
3.	Prepare agenda. Topics include: <ul style="list-style-type: none"><li>• IAP</li><li>• IC expectations</li><li>• Validate agencies ability to support IAP</li><li>• Information on food, medical, shelter for agency resources</li><li>• Support services available for agency equipment</li><li>• Immediate supervisor for agency personnel</li><li>• Agency resource assignment</li></ul>	<input type="checkbox"/>
4.	Establish meeting time and location prior to planning meeting	<input type="checkbox"/>
5.	Advise representatives of meeting time and location	<input type="checkbox"/>
6.	Assign recorder	<input type="checkbox"/>
7.	Compile list of attendees	<input type="checkbox"/>
8.	Facilitate meeting	<input type="checkbox"/>

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## Section/Unit Demobilized

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### Tasks

Below are demobilization responsibilities applicable to all personnel assigned to this section/unit.

STEP	ACTION	✓
1.	Receive Demobilization Plan from Demobilization Unit Leader/Planning Section Chief	<input type="checkbox"/>
2.	Brief subordinates regarding demobilization	<input type="checkbox"/>
3.	Debrief appropriate personnel prior to departing incident <ul style="list-style-type: none"><li>• Incident Commander</li><li>• Planning Section Chief</li><li>• Logistics Section Chief</li><li>• Agency representatives</li></ul>	<input type="checkbox"/>
4.	Supervise demobilization of unit, including storage of supplies	<input type="checkbox"/>
5.	Provide Supply Unit Leader with a list of supplies to be replenished	<input type="checkbox"/>
6.	Forward all Section/Unit documentation to Documentation Unit	<input type="checkbox"/>
7.	Complete Check-out Sheet	<input type="checkbox"/>

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## Information Exchange Matrix

### Information Exchange Matrix

#### Inputs/Outputs

Below is an input/output matrix to assist the Liaison Officer in exchanging information with other ICS positions.

<b>MEET With:</b>	<b>WHEN:</b>	<b>Liaison Officer OBTAINS:</b>	<b>Liaison Officer PROVIDES:</b>
Incident Commander	Initial incident brief, Command Staff meeting	Current incident objectives	Information on agencies, stakeholders, potential issues
Planning Section Chief	Planning meeting	Incident situation status Daily meeting schedule IAPs for distribution Projections on incident Names of additional agencies or org. that should be incorporated	Assisting agency capabilities Available resources Status of cooperating agency activities in support of incident Stakeholders concern/issues
Documentation Unit Leader	Planning meeting/demobilization meeting		ICS 214 (Unit Log)
Operations Section Chief	Planning meeting	Incident situation status during initial phases	Special concerns of agency resources for demobilization
Information Officer	Command Staff meeting/Planning meeting	Copies of news/press releases Names of additional agencies or organizations. That should be incorporated into the incident	Information on agency/org. participation and scheduled stakeholder meetings Need for Town Hall meeting Information/analysis on stakeholder sentiment Escort of dignitaries under IO responsibility for protocol

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### Information Exchange Matrix (Continued)

<b>MEET With:</b>	<b>WHEN:</b>	<b>Liaison Officer OBTAINS:</b>	<b>Liaison Officer PROVIDES:</b>
Logistics Section Chief	Planning meeting	Telephones, fax Cellular phone Beepers Assistants Adequate work space	Need for services, equipment, personnel
Finance Section Chief	Planning meeting		Special agency documentation, (e.g., time sheets for cost tracking)
Agency Representatives and Stakeholders	Agency Representative/ Stakeholder Meeting (held before AND after the Planning Meeting)	Information on available resources Information on special agency needs or requirement Information on coop. agency activities in support of incident	Incident status updates Information on logistical support for agency resources Information on assignment of agency resources Information on demobilization procedures Facilitation at the Stakeholder Agency Representative meeting
Situation Unit Leader	Planning Meeting	Future projections for incident	